



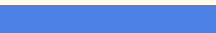

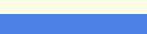



1. What practice experience did you have prior to becoming a director? (check all that apply)

#	Answer		Response	%
1	child protective services		23	66%
2	juvenile justice		20	57%
3	long term support		14	40%
4	economic support		2	6%
5	mental health services		16	46%
6	alcohol and drug abuse services		11	31%
7	financial and or human resources		11	31%
8	other		6	17%

other

Prevention

Healthcare

Director/Health Officer of County Health Department





Social Services Program Assistant

Foster Care; Independent Living Skills Program

private non profit management, treatment foster care

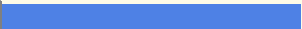



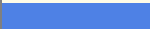
Statistic	Value
Min Value	1
Max Value	8
Total Responses	35

2. How long have you been in your current position?

#	Answer		Response	%
1	< than one year		5	14%
2	1 –5 years		10	29%
3	5 – 10 years		11	31%
4	> 10 years		9	26%
	Total		35	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.69
Variance	1.05
Standard Deviation	1.02
Total Responses	35



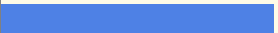
3. What is your educational background?

#	Answer		Response	%
1	social work		22	63%
2	mental health		2	6%
3	public administration		3	9%
4	business administration		7	20%
5	other		11	31%

other
Nursing
Nursing
Accounting
Law Degree
Psychology and Education
Psychology and Sociology
Criminal Justice, Sociology and Psych; MS in guidance/counseling
accounting
Criminal Justice and Educational Leadership





Statistic	Value
Min Value	1
Max Value	5
Total Responses	35

4. Do you ever provide direct supervision to child protective services case managers?

#	Answer		Response	%
1	yes, all the time		6	17%
2	yes, some of the time		9	26%
3	no		20	57%
	Total		35	100%



Statistic	Value
Min Value	1
Max Value	3
Mean	2.40
Variance	0.60
Standard Deviation	0.77
Total Responses	35

5. Have you met the training requirements under DCF 43, Training for Child Protective Service Caseworkers and Supervisors?

#	Answer		Response	%
1	I have met all of the requirements		6	17%
2	I have met some, but not all of the requirements		12	34%
3	I have met none of the requirements		10	29%
4	I do not know if I have met the DCF 43 training requirements		7	20%
	Total		35	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.51
Variance	1.02
Standard Deviation	1.01
Total Responses	35

6. Would You Be Interested in Becoming a Coach/Mentor

#	Answer		Response	%
1	Yes		9	32%
2	No		19	68%
	Total		28	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.68
Variance	0.23
Standard Deviation	0.48
Total Responses	28

7. What is it that interests you in becoming a coach/mentor?

Text Response

I enjoy helping people to reach their potential. I wished I would have had a mentor when I started this job 6 years ago. I think I have a broad knowledge base through work with WCHSA and organizational development opportunities in Marathon County.

The growth and development process.

I like to work with other professionals and support professional development.

The director's role is to coach, support, and mentor supervisor/managers in child welfare so that they have the tools and skills to perform their role at a high level. I enjoy teaching my manager and she is doing a great job. Sometimes I question how much time directors take to work and develop their supervisors/managers or offer them opportunities.

Although not in this area, I believe I can help new directors learn some of the skills they need. I believe good coaching and mentoring is valuable in every area of life. Once we become directors, there is no formal way to get this.

The ability to use my experience to assist a new director.

Statistic	Value
Total Responses	6

8. What is it that would deter you from being a coach/mentor?

Text Response	
New on the job. Not enough experience to pass on to others.	
I have only been doing this for about 18 mos.	
My background, education does not support this specialty	
time and not enough experience of my own.	
I do not have the expertise in this area.	
I haven't been a director long enough	
plans for retirement	
The beauty of the Wisconsin system is that people have their own ways and their own actions which, combined with other ideas and thoughts, leads to a more effective system.	
Time Commitment	
I have a fairly significant background in child welfare but I do not have significant and current direct experience.	
Not knowledgeable enough yet	
I have been a Director in a small Northern County for 4.5 years. I feel that I am still learning my job and would probably benefit from having a Mentor :)	
Time constraints	
I am rapidly nearing the end of my career and am in the middle of a number of other initiatives at this time - e.g. IM Consortia, Family Care conversion, Human Services merger, ADRC development, transportation initiatives. Time is the main issue.	
Available time	
Not enough Child Welfare experience	
Not enough experience yet as director	
I struggle with EWISACWIS reports that are designed to help Director's/Supervisors look at trends, determine safety, and compliance with Statutes/Standards. I have not had enough time to really do a good job at analyzing the data and putting it to use, thus it would be difficult for me to provide direction/mentoring to new Directors.	

Statistic	Value
Total Responses	18

9. Would you consider becoming a coachee/mentee?

#	Answer		Response	%
1	Yes	<div></div>	17	61%
2	No	<div></div>	11	39%
	Total		28	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.39
Variance	0.25
Standard Deviation	0.50
Total Responses	28

10. What is it that interests you in becoming a coachee/mentee?

Text Response

The ability to learn from those who have already experienced the situations I may encounter.

The growth and development process.

I have not had training specific to my position - have been trying to find materials to self-educate, ex.DHHS manual Supervising Child Protective Services Caseworkers

Would like someone to contact when I have quesitons

To become a better director. The whole money/budget flow is area would love help with.

It depends on what is invovled in being a mentee. When you are a new director there are lots of questions about the position and times there is no one to answer them.

I think there is always something to learn, and it's good to be exposed to new ideas.

To become more effective in the areas that affect our business.

My attitdude is that there is always more to learn and I am open.

I want to learn

Learning how other counties are handling issues, what they see for future priorities, dealing with constant change..... just learning more about the leadership role of a director in a small agency.

I always have more to learn and would like to learn from someone who has dealt with the same issues I am facing.

It would be great to have someone to ask questions of and to talk through how to think about things

If someone can help provide guidance that would be awesome!

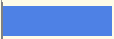

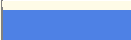
Statistic	Value
Total Responses	14

11. What is it that would deter you from being a coachee/mentee?

Text Response
I think the focus is on new directors and I have 6 years experience.
No time
plans for retirement
same answer as above
I am likely to retire in the next couple of years.
time constraints
Don't feel I need it - worked in child protection / juvenile justice for 32 years prior to becoming a director and still actively follow the children's unit in my department and act as the back-up supervisor yet.
Time
Dont feel the need given my experience. If I need advise, information I seek out anopther director. That meets my needs well.
Nearing retirement








Statistic	Value
Total Responses	10

12. How important is it for a coach/mentor to have a job classification that is above or the same as their coachee/mentee?

#	Answer		Response	%
1	Not Important		6	23%
2	Somewhat Important		13	50%
3	Very Important		7	27%
	Total		26	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	2.04
Variance	0.52
Standard Deviation	0.72
Total Responses	26

13. What factors should be considered when establishing a mentor and mentee relationship? (check all that apply)

#	Answer		Response	%
1	geographic proximity		16	62%
2	well versed in program areas in addition to child protective services		23	88%
3	management/leadership skills		24	92%
4	ability to address cultural/gender needs		12	46%
5	compatible communication/learning styles		17	65%
6	high degree of commitment to mentoring		21	81%
7	other		4	15%

other

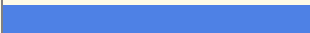

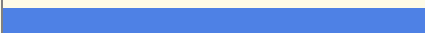

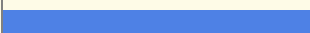

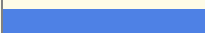

I think learning styles can be flexible once one understands what the preference is. I actually learn a lot from those who have different styles than I do.

Would be helpful to have a mentor who does not have or display a educational bias regarding social work willingness to be a mentor and commitment to the field

enough time to commit to mentoring

Statistic	Value
Min Value	1
Max Value	7
Total Responses	26



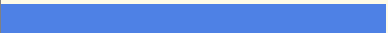





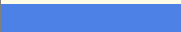

14. In the development of a coaching/mentoring program, which areas in child welfare do feel would be beneficial to address? (check all that apply)

#	Answer		Response	%
1	child welfare case process		17	65%
2	child welfare policy, standards, and rules		20	77%
3	outcome measures (federal standards: child permanence)		23	88%
4	safety decision-making		22	85%
5	child welfare data management systems		17	65%
6	Wisconsin Indian Child Welfare Act		9	35%
7	Wisconsin Child Welfare Professional Development System/Training Partnerships		11	42%
8	other		2	8%

other
change process
We need to emphasis leadership and offer training on leadership that fosters looking forward and continues desire to improve.

Statistic	Value
Min Value	1
Max Value	8
Total Responses	26

15. In the development of a coaching/mentoring program, in addition to child welfare, which other areas do feel would be beneficial to address? (check all that apply)

#	Answer		Response	%
1	human resources (hiring, supervising, performance management)		19	73%
2	personal effectiveness (meeting facilitation, motivating personnel, avoiding burn out)		23	88%
3	financial planning (budgeting, revenue recruitment)		21	81%
4	relationship building and networking (personnel, board members, community, stakeholders, tribes, Wisconsin County Human Services Association)		18	69%
5	policy analysis and implementation		22	85%
6	programs and services (prevention, youth and families, behavioral health, adult services, income maintenance)		17	65%
7	organizational effectiveness (strategic planning, agency culture, change management, evaluation)		23	88%
8	macro human services systems (federal, state and county interactions)		19	73%
9	information management/technology		10	38%
10	other		2	8%

other

leadership effectiveness

All areas listed are important but it depends on the mentee's experience. The director's job focuses on these areas. Child Welfare is merely one part. Also some directors have Health, child support, ADRC under their umbrella as well.

Statistic	Value
Min Value	1
Max Value	10
Total Responses	26

16. Do you have additional comments, feedback for us in developing a coach/mentor program?

Text Response

Being a new Director I would be interested in a Basic Overview of Child Protection

I believe this could a very program and something I have been looking for. Would like to a mentee

Much needed. Good luck in developing and implementing.

I am not interested in this idea.

I believe it is important to include those Counties/Directors who wear numerous hats without a level of "middle management".

no

No



This a great idea both related to Child Welfare and Human Services in general.

I believe that this is a much needed support for new directors....should expand to other areas!!

I think this is a great idea

Statistic	Value
Total Responses	10

17. Would you be willing to participate in the development of this project (e.g focus groups)?

#	Answer		Response	%
1	Yes (please enter name & email address)		11	42%
2	No		15	58%
	Total		26	100%

Yes (please enter name & email address)

Vicki Tylka Vicki.Tylka@co.marathon.wi.us

I have limited time, but would consider doing what I am able.

Shane Schuhmacher - sschuhmacher@lchsd.org

Michael Nelson mnelson@co.lincoln.wi.us

Fred Naatz fnaatz@co.grant.wi.gov

Erik Pritzl, epritzl@co.dodge.wi.us

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Dawn Woodard, dawn.woodard@co.columbia.wi.us

Todd Romenesko Romenesko.todd@co.calumet.wi.us

Statistic	Value
Min Value	1
Max Value	2
Mean	1.58
Variance	0.25
Standard Deviation	0.50
Total Responses	26